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Defense Systems Management College

1983 Catalog

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Defense Systems Management College

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Mission

The mission of the College may be stated as follows.

To educate acquisition professionals and conduct research, to support and improve defense systems acquisition program management.

In somewhat more detail, the three elements of the mission are:

(1) Conducting advance courses of study designed to prepare selected military officers and civilians for defense systems acquisition assignments at all echelons in both national and international programs.

(2) Conducting research into all activities related to national and multinational defense systems acquisition management.

(3) Assembling and disseminating information concerning new policies, management concepts, or procedures related to national or multinational defense systems acquisition.

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Foreword

U.S. Navy photo

The objective of our weapon system acquisition programs is to develop, produce, field, and support affordable and effective systems capable of countering an increasingly sophisticated and capable enemy threat. The results of our efforts in acquisition management can be gauged best by our ability to provide our soldiers, sailors, airmen, and marines with effective, reliable, and maintainable weapons that will do the job on the battlefield—not only on the battlefield of today, but also the battlefield of tomorrow.

U.S. Army photo

The challenge is indeed formidable. We are confronted with a foe who is investing a very substantial portion of his gross national product on weaponry. We are surrounded by a technological environment in which sophisticated technology abounds and older technology quickly becomes obsolete. And we are constrained by tough fiscal boundaries. Accordingly, as never before, we must rely on the dedication, initiative, and inventive genius of all the people in the acquisition process.

The Defense Systems Management College continues into the decade of the 1980s ready and able to meet this challenge. Our mission is to educate acquisition professionals and conduct research to support and improve DOD systems acquisition management. The entire resource of DSMC is dedicated to this end. Our blueprint for action is framed in the context of the DOD Acquisition Improvement Program laid down by the Deputy Secretary of Defense in his now well-known 30 April 1981 memorandum on improving the acquisition process, and is based on the tenet that realism is a key ingredient in the learning process.

The DOD Acquisition Improvement Program, now entering its second year, has identified many actions to improve the manner in which we conduct our acquisition business. Significant progress has been achieved in implementing these actions—such as controlled decentralization, multiyear procurement, increasing the attractiveness of the defense marketplace to industry by the use of such approaches as flexible progress payments, and increasing the readiness of our

U.S. Navy photo

forces. The College has played, and continues to play, a vital role in getting the word out on the Acquisition Improvement Program initiatives and in providing feedback on implementation. We accepted this role eagerly and are actively assisting the Offices of the Deputy Secretary of Defense and the Under Secretary of Defense for Research and Engineering to better achieve and realize the objectives of all the initiatives. In addition, we have incorporated in all courses taught at DSMC the initiatives of the Acquisition Improvement Program. Courses contain not only discussions but examples and, in many cases, case studies on issues associated with the Program.

Much has been accomplished toward our objective of increasing realism in our courses, and much remains to be done. Vigorous efforts are under way to relate every aspect of education at DSMC to an appropriate facet of activity

U.S. Army photo

U.S. Army photo

in a project or program office. Dialogue between the program manager and the College has increased. Case studies taken from real-world programs are included in every lesson and every course. The student field trip program has been expanded, and, starting with Program Management Course (PMC) 82-2, will include a dialogue with a program manager followed by a visit to the contractor's site. At the conclusion of this visit, the student will write a comprehensive report on issues identified and investigated.

A new focus has been placed on identifying, prioritizing, and managing cost drivers associated with all aspects of the acquisition process. Programs transitioning from engineering development to production generally experience the greatest changes in cost and schedule. Accordingly, greater emphasis is being placed in DSMC courses on both educating and challenging the students in the management of program costs.

To get the best use of the resources available to DSMC, the curriculum is currently under careful examination. A new concept is being explored that uses a building-block approach and allows students with varying levels of experience to enroll in the College and to remain at the College as long as needed to acquire the necessary knowledge for their jobs. The PMC has been restructured to better integrate experiential and theoretical treatment of the acquisition process. As the future PMC student takes the course, he or she will certainly find an increased research and study requirement in areas that will benefit him or her directly after graduation. Additionally, all students will participate, on a small-group basis, in the preparation of a "think piece" in which the students are challenged to develop and articulate original ideas.

U.S. Air Force photo

Experience has shown that one of the most efficient ways to teach systems acquisition is through a computer-assisted simulation that traces the entire life cycle of a major system from the drawing board to deployment. This is the purpose of the "System X" portion of the PMC. Refinements and new

requirements are being added to the System X exercise to require students to make decisions along the way and provide the supporting rationale for each, just as they would if they were actually in charge of building and fielding a weapon system.

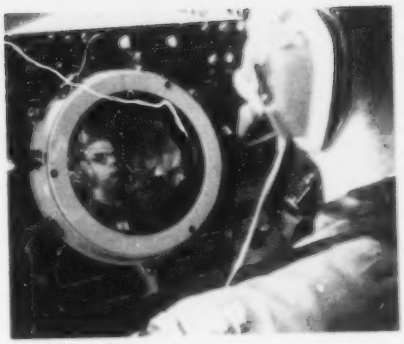
U.S. Air Force photo

Equally as important as the College's role in direct education is the role in continuing education of people, both graduates and nongraduates, throughout the acquisition community. To this end, program managers, with the support of the Joint Logistics Commanders, have been encouraged to take advantage of the expertise available at the College and to engage College members in consulting efforts to solve tough problems. In addition, the College continues to publish its two premier publications of defense acquisition management: CONCEPTS and PROGRAM MANAGER.

In parallel with our education mission, the College is engaged in a vigorous research program focused on improved defense acquisition policies and techniques. The College is addressing the problem of cost growth in our acquisition programs, and is investigating methods by which multiyear procurement can be made a more viable acquisition instrument. In addition, we are embarked on a major effort to explore the strengths and weaknesses of acquisition management information systems, and to improve the decision-making process in a data-rich environment.

In support of both its teaching and its research missions, the College is engaged in a major expansion of its current information base. Information is being collected from program offices across the spectrum that will serve as a base for case studies and critical analyses. The ultimate objective is to provide the source material that students and faculty members can use to address today's issues and tomorrow's problems.

Our challenges for effective program management are many, but not insurmountable. The Defense Systems Management College is dedicated to assisting and educating personnel in the acquisition management of systems. This catalog describes the organization of the College and provides a description of each of the courses available. Our courses cover all aspects of program management and each one is reinforced with emphasis on realism—or issues and problem areas that managers must address to meet the objectives of their programs.



U.S. Air Force photo

We are convinced that through more **realism** and more effective use of our **resources**, we will achieve **results**—better quality and more productivity. I encourage you to read this catalog and take advantage of the College's resources. We are here to serve the Department of Defense acquisition community.

Benjamin J. Pellegrini

BENJAMIN J. PELLEGRINI
Brigadier General, USA
Commandant

Defense Systems Management College

Brigadier General Benjamin J. Pellegrini
USA
Commandant

The Defense Systems Management College can trace its immediate origins back to 1969 when then Deputy Secretary of Defense David Packard formed a review group to study all aspects of existing acquisition management education. Secretary Packard believed that successful acquisition programs were based on "participatory management," and that acquisition management education should therefore place less emphasis on procedures and more on people.

The primary focus of the review group's study was the Defense Weapon Systems Management Center, which had been established at Wright-Patterson AFB, Ohio, in 1964. This was the only DOD educational institution dedicated to training managers for defense acquisition programs. Among other things, the review group determined that the Center's geographic location made it difficult for defense policy-makers in Washington to actively participate in the educational program, a serious deficiency in the view of the Deputy Secretary. The group therefore recommended that the school be moved closer to the Washington, D.C., area. In September of 1970 Secretary Packard accepted the group's recommendations, including the recommendation to relocate the school. This led directly to the establishment, on 1 July 1971, of the Defense Systems Management School at Fort Belvoir.

The School gained in stature in 1974 when Deputy Secretary of Defense William P. Clements, Jr., issued a directive covering career development of DOD acquisition management personnel. This directive suggested that all program manager candidates attend the School either before or shortly after being assigned to a major program office. In 1976 Secretary Clements directed that the school be redesignated the Defense Systems Management College, both in recognition of the true scope and sophistication of the curriculum, and to better reflect the level of professional education offered by the institution.

The first course offered by the College was the 20-week Program Management Course, which remains today the nucleus of the academic program. The second course to be added to the curriculum was the Executive Refresher Course in Acquisition Management, offered for the first time on a quarterly basis beginning in February of 1972. Also in 1972 came the Contractor Performance Measurement Course, followed

Colonel Dirk H. Lueders, USA
Deputy Commandant

Policy Guidance Council

Council Chairman
Hon. Richard D. DeLauer
Under Secretary of Defense for Research and Engineering

in 1973 by the Systems Acquisition Management for General/Flag Officers seminar. Since 1973, more short courses have been added to the academic program.

Since the College opened in 1971, more than 14,000 military and civilian personnel from all the services and other federal agencies, as well as middle managers from defense industry, have completed one or more courses at the College.

Through the continuing support of the Office of the Secretary of Defense and the advice and consultation provided by the Policy Guidance Council and the Board of Visitors, the College shall continue to play an increasingly greater role in preparing today's manager for an active and productive role in tomorrow's world.

The DSMC Policy Guidance Council was established in September of 1970 to act for the Secretary of Defense in governing the College.

The Council: (a) establishes policy, provides guidance, and acts as prime jurisdictional agent for the operation and administration of DSMC; (b) approves the admissions policy and curriculum for each new DSMC course; (c) approves the nomination of the DSMC Commandant and the Deputy Commandant; and (d) approves the nomination of each member of the DSMC Board of Visitors.

The Council is chaired by the Under Secretary of Defense for Research and Engineering. The current Chairman is Dr. Richard D. DeLauer. Other members are as follows: the Department of Defense Director (Program Analysis and Evaluation); the Assistant Secretaries of Defense (Manpower, Reserve Affairs, and Logistics) and (Comptroller); Commanders, U.S. Army Materiel Development and Readiness Command, the Air Force Logistics Command, and the Air Force Systems Command; the Chief of Naval Material; the Assistant Secretary of the Army (Research, Development and Acquisition); Assistant Secretaries of the Navy (Research, Engineering, and Systems) and (Shipbuilding and Logistics); the Assistant Secretary of the Air Force (Research, Development, and Logistics); the Principal Deputy Under Secretary of Defense (Research and Engineering); and the Deputy Under Secretary of Defense for Research and Engineering (Acquisition Policy).

The Council meets annually with the Commandant to review operations and approve the five-year plan.

(L)**Hon. Jack Borsting**
Assistant Secretary of Defense
(Comptroller)

(R)**Hon. Lawrence Korb**
Assistant Secretary of Defense
(Manpower, Reserve Affairs,
and Logistics)

(L)**Hon. James P. Wade, Jr.**
Principal Deputy
Under Secretary of Defense
for Research and Engineering

(R)**General Donald R. Keith, USA**
Commander, U.S. Army Materiel
Development and Readiness
Command

(L)**Admiral John J. Williams, USN**
Chief of Naval Material

(R)**General Robert T. Marsh, USAF**
Commander
Air Force Systems Command

(L)**General James P. Mullins, USAF**
Commander
Air Force Logistics Command

(R)**Hon. Jay R. Sculley**
Assistant Secretary of the Army
(Research, Development, and Acquisition)

(L)**Hon. George A. Sawyer**
Assistant Secretary of the Navy
(Shipbuilding and Logistics)

(R)**Hon. Melvyn R. Paisley**
Assistant Secretary of the Navy
(Research, Engineering, and Systems)

(L)**Hon. Alton G. Keel, Jr.**
Assistant Secretary of the Air Force
(Research, Development, and Logistics)

(R)**Mr. David S. C. Chu**
Director
(Program Analysis and Evaluation), OSD

Mr. William A. Long
Deputy Under Secretary
of Defense for Research
and Engineering
(Acquisition Management)

Board of Visitors

Board Chairman
Vice Dean Everett T. Keech
Director
Wharton Graduate Program
University of Pennsylvania

The DSMC Board of Visitors was established to provide the Policy Guidance Council and the Commandant with professional and technical counsel on the operation of the College. The Board examines the organization, management, curricula, methods of instruction, facilities, and other aspects of the College operation and, at least once a year, reports to the Policy Guidance Council and the Commandant, setting forth the results of the examination and making recommendations for best accomplishing the College mission. The Board comprises three representatives from defense industry, three from the academic community, and three from the general business community.

Members are appointed by the Commandant subject to approval of the Policy Guidance Council. A member usually serves for 2 years; however, that term may be extended for 2 years by the Commandant upon recommendation of the Board Chairman, who is elected from the membership.

Academic Community

Dr. Robert C. Seamans
Professor
Massachusetts Institute of Technology

Dr. John S. Toll
President
University of Maryland

Defense Industry

Mr. Donald Malvern
President
McDonnell Aircraft Company

(Photo not available)

Mr. William E. Haggett
President & Chief Operating Officer
Bath Iron Works Corporation

Mr. Henry Hebeler
President
Boeing Aerospace Company

Major General Frank P. Ragano, USA (Ret)
Chairman
BEI, Defense Systems Company

General Business

Dr. James Vollmer
Group Vice President
RCA Corporation

Mr. William F. Schmied
President
The Singer Company

Dr. K. Wayne Smith
Group Managing Partner
Coopers & Lybrand

Executive Institute

Mr. John B. Walsh
Dean,
Department of Defense
Chair

Mr. David Westermann
James Forrestal Memorial
Industry Chair

The Executive Institute was established to bring to DSMC the experience of senior systems acquisition managers in order to carry out the following objectives:
—Expose students to the "big picture" and top-level point of view;
—Assist in the development of new and innovative course material;
—Conduct liaison and promote interaction with executives in government, industry, and academia.

The Executive Institute comprises five chairs, similar to endowed chairs at a civilian college, whose occupants have their principal backgrounds in industry, the Office of the Secretary of Defense, the Army, the Navy, and the Air Force. The industry chair, designated the James Forrestal Memorial Chair, is supported by the National Security Industrial Association (NSIA), which nominates the incumbent, subject to the approval of the DSMC Commandant. The occupant of the DOD Chair is nominated by the Under Secretary of Defense, Research and Engineering, and is a member of the Senior Executive Service of the College. Occupants of the departmental chairs are nominated by the military departments, and are members of, or candidates for, their respective Senior Executive Services. Appointments are for a finite term and must be approved by the Commandant.

The DOD Chair is occupied by Mr. John B. Walsh, formerly Assistant Secretary General of NATO and Deputy Director, Defense Research and Engineering, and the Industry Chair is occupied by Mr. David Westermann, formerly Chairman of the Board and Chief Executive Officer of the Hazeltine Corporation and Chairman of the Board of Trustees of NSIA.

Members of the Executive Institute have broad latitude in how they carry out the objectives of the Institute. They make presentations to students in various classes, both the PMC and short courses. These presentations cover fundamental issues and objectives of systems acquisition management, as well as the particular areas of expertise of the members. Members also engage in consultations with individuals and groups of DSMC faculty and students. It is the custom of the Executive Institute to maintain an "open-door" policy to encourage such discussion.

Institute members also engage in their own research activities, contributing papers resulting from these studies to professional journals. On occasion they serve as consultants to various organizations within the Department of Defense.

Finally, members of the Institute find it possible, in an establishment of higher education, to continue their own education by themselves attending classes in the College.

School of Systems Acquisition Education

Captain Michael A. Pearce, USN
Dean

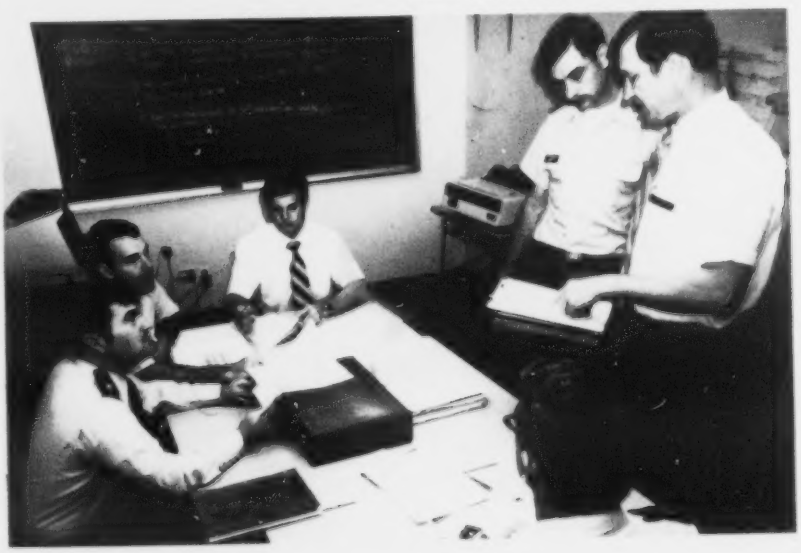
The School of Systems Acquisition Education, through four departments (Policy and Organization, Technical, Business, and a multidiscipline laboratory), conducts the Program Management Course and a number of management-oriented short courses.

The Program Management Course curriculum treats all aspects of program management in an integrated manner and provides a comprehensive overview of Department of Defense acquisition policy. The short courses are structured to meet the special needs of selected program managers and intermediate-level functional managers and to develop and verify new lessons for the Program Management Course.

The School's executive management courses are designed to update or maintain the currency of senior-level managers in the Department of Defense or organizations that have defense-related responsibilities.

The systems acquisition education curriculum is continually updated to keep abreast of current management practices and lead the development of new methods. Each faculty member maintains a close liaison with the military departments, other educational institutions, industry and business organizations, and professional societies.

The School has developed a distinguished guest lecturer program, an essential part of the College curriculum. This program is designed to make possible maximum interaction between students and top-echelon policymakers and recognized experts from DOD, Congress, the General Accounting Office, other government agencies, defense industry, and the academic community.



Lieutenant Colonel William J. Smith, USAF
Director, Program Management Course

Members of the faculty conduct research within their specialty areas and publish the results in professional and service journals. Faculty members also provide consulting assistance to program offices and industry groups on request.

The four departments that make up the School of Systems Acquisition Education are as follows:

The **Policy and Organization Management Department** (POMD) provides baselines for program management within the Department of Defense. The POMD subcourses provide a foundation for understanding why and how program management is applied in the defense systems acquisition environment.

The **Technical Management Department** (TMD) provides instruction covering management of the engineering aspects of systems acquisition programs. The subcourses offered address systems engineering, integrated logistic support, manufacturing, and test and evaluation considerations.

The **Business Management Department** (BMD) provides instruction in contract and financial management. Each of four functional subcourses is taught from the point of view of the important interactions with and within the program office.

The **Acquisition Management Laboratory Department** (AMLD) provides experiential learning opportunities which integrate course material presented in other departments. The media used include a series of case studies covering the acquisition life cycle of a weapon system, computer-based decision exercise simulations, and individual student program management decision briefings.

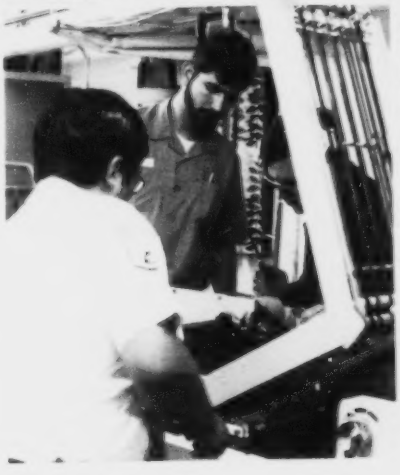
Mr. Gregory T. Wierzbicki
Associate Dean for
Planning and Development

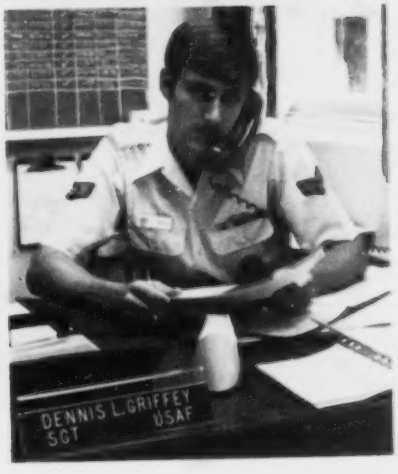
Mr. John R. Snoderly
Associate Dean for
Executive and Regional Programs

Department of Administration

Colonel Thomas V. Forburger, USA
Dean

The Department of Administration is responsible for the general administration, business management, and operational support functions of the College. Among the major functions of the Department are financial management, procurement and contracting, personnel administration, admissions and registration, graphic arts, duplicating, audiovisual, facilities maintenance, and security. The Department maintains liaison with the Office of the Secretary of Defense, the military departments, federal agencies, the DSMC Policy Guidance Council, the DSMC Board of Visitors, the Federal Acquisition Institute, other academic institutions, defense industry, and supporting Fort Belvoir activities. The Department also coordinates official functions, and serves as the public affairs office for the College.





Department of Research and Information

Colonel G. Dana Brabson, USAF
Dean

The Department of Research and Information has primary responsibility for two of the College's three basic missions; that is, system acquisition management research, and the assembly and dissemination of information concerning policies, methods, and practices in program management and system acquisition management.

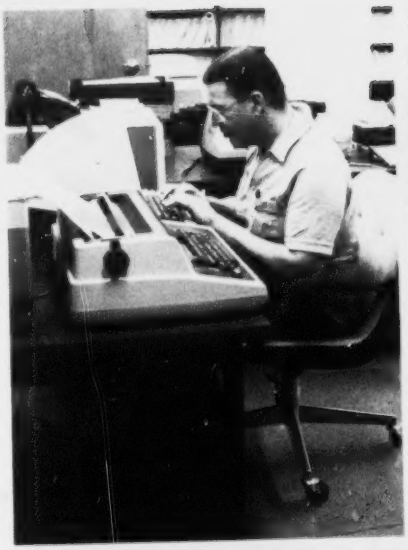
The **Research Directorate** manages the research program for the College. This program focuses on today's issues and tomorrow's problems, supports the continued development of the College curriculum, explores new management techniques for use by program management offices, and aids in the formulation of new defense acquisition policy. The research is conducted by faculty members and selected students, and is complemented by contractual efforts. Key areas of research emphasis in the College include information management, programmatic cost growth, decision-making, acquisition strategy, and multiyear procurement.

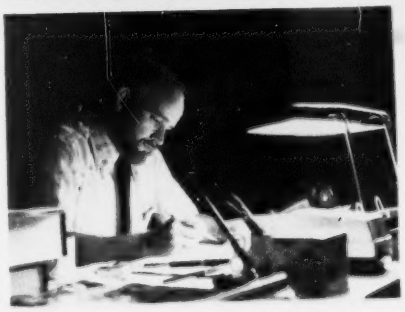
The **Publications Directorate** helps to disseminate acquisition management information through publication of two periodicals and a number of special acquisition- or management-oriented documents. The two principal publications are the quarterly journal CONCEPTS, and the bimonthly newsletter PROGRAM MANAGER. CONCEPTS is an open forum for the critical examination and discussion of acquisition issues, policies, and practices. PROGRAM MANAGER presents reports by defense and industry leaders on new concepts, policies, and practices in defense acquisition. PROGRAM MANAGER also contains information about College facilities, personnel, activities, and programs.

The **Information Center** provides information and reference services to DSMC students, faculty and staff, and to the systems acquisition management community as resources permit.

The Center comprises an extensive collection of books, newspapers, periodicals, reports, documents, and microfilm in the field of management, with special emphasis on defense systems acquisition management. A remote terminal for on-line access to technical report abstracts in the Defense Technical Information Center (DTIC) data base is also available.

The Center is continually building its defense systems acquisition management reference collection and special repositories such as the multinational repository and official defense systems acquisition management document repository.





General Information

An information packet is mailed to each student accepted for admission. The packet contains all the information necessary for a smooth transition into the academic environment.

Meals

There are a number of dining options open to the DSMC student. There are the Fort Belvoir Officers Club (the Engineer Open Mess at Mackenzie Hall), and a cafeteria that serves breakfast and lunch in building 207 on the College campus.

Housing

Visiting Officer Quarters are generally available on post on a first-come, first-served basis for military and government civilian personnel. When quarters are not available, unaccompanied students sometimes jointly rent furnished apartments near Fort Belvoir. There are motels and other accommodations nearby. A listing of the housing facilities used by previous students (accompanied and unaccompanied) is included in the information packet.

It should be noted that since 1 October 1977 the Department of Defense has prohibited the use of DOD funds to pay for commercial lodging when adequate government quarters are available. Department of Defense civilian employees who choose not to use available government quarters must forfeit the quarters portion of their per diem allowance. When quarters are not available, a certificate of non-availability will be issued. This certificate is required to support the payment of the full per diem allowance.

Faculty Advisor

After arriving at the College, each Program Management Course student is assigned a faculty advisor who provides assistance and guidance during the entire 20-week course.

Per Diem and Travel Reimbursement

Fort Belvoir is considered a part of the Washington, D.C., high-cost area. Provisions of Joint Travel Regulations Volumes I and II, government messing available, anply. Students whose permanent assignment is in the D.C. area and who are attending the College on temporary duty orders are not eligible for per diem payments. They may collect a local transportation allowance if their orders so authorize.

Vehicle Registration

For those who do not have valid military installation decals on their vehicles, temporary Fort Belvoir automobile stickers will be issued during registration. College parking permits will also be issued.

Transportation

Military air flights arrive at Andrews Air Force Base in Maryland, and Davison U.S. Army Airfield, Fort Belvoir. Commercial airlines serve Washington, D.C., through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between D.C. and Baltimore, Md. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1. Because government and commercial bus transportation is inadequate for student needs, the use of rental cars is recommended.

Reporting and Registering

Registration usually takes place at 0800 hours on the first day of class. Early reporting is not authorized. Specific reporting and registration instructions are included in the information packet mailed to each student.

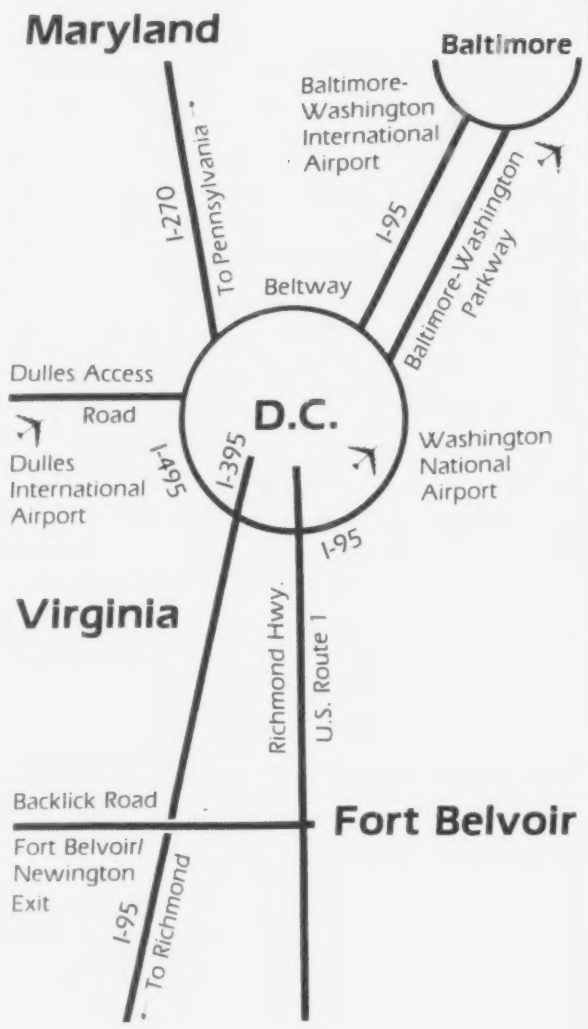
Class Composition

The College attempts to achieve a tri-service balance within each DOD-sponsored course. Participants from other federal agencies and from defense industry are invited to attend on a space-available basis. Most courses are also open to individuals from allied nations.

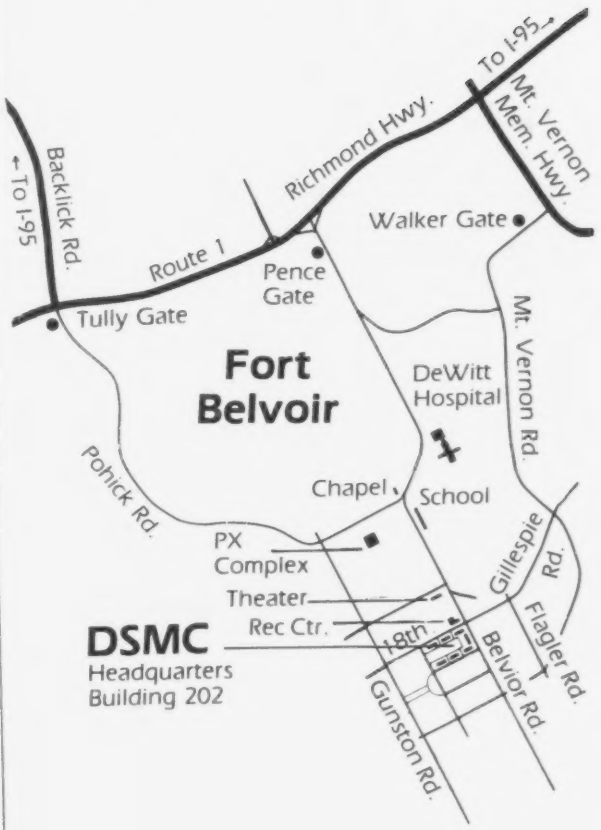
Dress

The Commandant authorizes the wearing of civilian business attire for all students. Military students are required to wear uniforms when reporting in, during the first week (Program Management Course only), at graduation ceremonies, and at special times designated by the Commandant. Navy uniforms of the day are service dress blue year round, summer white, and winter blue.

To Fort Belvoir



To DSMC



Athletics

In the belief that physical health contributes directly to mental health and a sense of well-being, the College encourages student participation in athletic activities as time and class schedules permit. Individuals and teams, representing students, faculty, and staff, enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

Activities

The College believes that out-of-class activities complement the formal academic process in developing the "whole person." For students of the Program Management Course, the College plans a variety of events that reflect student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

How to Apply

Military or DOD civilian personnel interested in attending any course offered by the Defense Systems Management College must first request nomination using the procedures of their department or agency. Defense industry personnel should contact the Council of Defense and Space Industries Associations (CODSIA) for instructions on seeking nomination. Once an individual has been nominated by his or her military department or DOD agency (or by CODSIA in the case of defense industry), the College will review the application and make a final decision on acceptance. For specific eligibility requirements, see the individual course descriptions.

Mailing Address

(Name)
(Course and Number)
Defense Systems Management College
Building 202
Fort Belvoir, Virginia 22060

The Academic Program

Today, the environment of defense systems acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political and strategic considerations. Preparing the manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce the student to the world of systems acquisition and prepare him or her to function effectively within it. The content of each course and sub-course is continuously monitored and altered when necessary to reflect changing real-world conditions. Additionally, new short courses are developed from time to time in answer to the needs of a specific management group, or in response to requests of other government agencies. The courses are conducted by a civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and the academic communities.

The College's non-attribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the "real-world" flavor of the DSMC experience.

The following pages list the courses to be offered by the College during 1983. This listing is tentative, as the College administration believes that flexibility is the key to efficiency in acquisition education. For more specific information about the courses and the course schedules, call the Registrar at (703) 664-3120, or AUTOVON 354-3120.

Program Management Course

The 20-week Program Management Course (PMC) is designed for mid-level managers and is a study of program management from the DOD program manager's point of view. Instruction is experiential in nature, designed to increase the student's ability to successfully manage a defense system acquisition program through functional knowledge, case studies, lessons learned, and a series of student-interactive decision exercises.

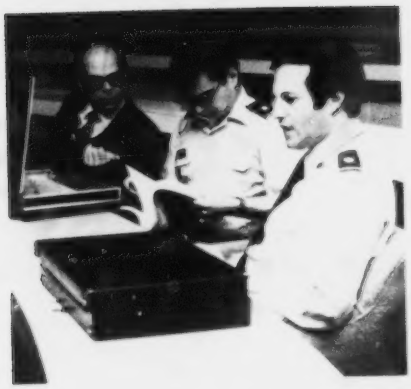
The curriculum recognizes the diverse backgrounds of students, uses both government and industry students as resources, and is dependent upon group effort in proper identification, issue preparation, and alternative generation and analysis. The PMC curriculum develops the management skills necessary for planning, organizing, directing, and controlling defense system acquisition programs from the conceptual stage through demonstration, validation, full-scale engineering development, production, fielding, and support of the system and/or equipment. The fundamental knowledge of acquisition management disciplines is emphasized, as are the qualities of judgment, initiative, and common sense. In addition to building student skill and confidence through the handling of individual and team challenges, the curriculum provides the student with the broad knowledge and understanding necessary for the effective operation of program management teams. The opportunity to interact with working program managers is provided, along with presentations from senior officials of the Office of the Secretary of Defense, the military departments, and industry. The following subcourses currently make up the Program Management Course curriculum.

Defense Acquisition Policy and Management: A basis for the study of the policy that enables and constrains program management in DOD. The fundamental concepts and processes of management and decision-making from OSD through the service headquarters to the program office are presented, and include organizational and management interfaces and practices, mission area analysis, intelligence forecasting, the system life cycle, NATO rationalization, standardization, and interoperability (RSI), foreign military sales (FMS), multinational programs, the planning/programming/budgeting system (PPBS), and the role of Congress in systems acquisition.

Fundamentals of Program Management: Traces the evolution of the systems acquisition process. The basic concept of program management is discussed, along with the rationale supporting its application to defense systems acquisition. Major issues and problems stemming from the use of program management techniques to integrate the activities of management teams are examined. Specific emphasis is placed on developing criteria for tailoring program organizations, on planning and control systems, interrelationships, and environmental constraints.

Human Resource Management: Emphasizes the elements of high-performing organizations and the principles relevant to managerial effectiveness. Focuses on the complex interactions that arise from combining individual, group, and organizational variables. Concentrates on team building, the application of diagnostic techniques, decision-making, motivation, leadership style, and managing change.

Effective Communication: Develops an awareness of the effects learning styles, personality types, and modes of thought have on the communications process. Instruments are used to help each person identify and understand his or her communication strengths and weaknesses. Activities are developed to help the student identify the effects these strengths and weaknesses have on his or her communications activities in both one-on-one and group situations. Experiences are developed to link theory with application in the program management environment. These instruments, activities, and experiences are intended to develop personal awareness and understanding of an involvement in the communication process. Diagnosis criteria for improving leadership and management skills are developed and practiced throughout the course.



System Engineering Management: Explains the fundamental concepts which are the basis for the definition, design, verification, manufacturing, and support processes. This conceptual framework provides the roadmap, or the model, where all elements of a technical effort can be identified. Next, the course builds upon the fundamental framework established and expands into basic elements of engineering management—technical program planning, control, and specialty integration. This course covers those elements which are the building blocks of technical management and which need special emphasis in the management of the system acquisition process. The area of software management is treated in considerable depth.

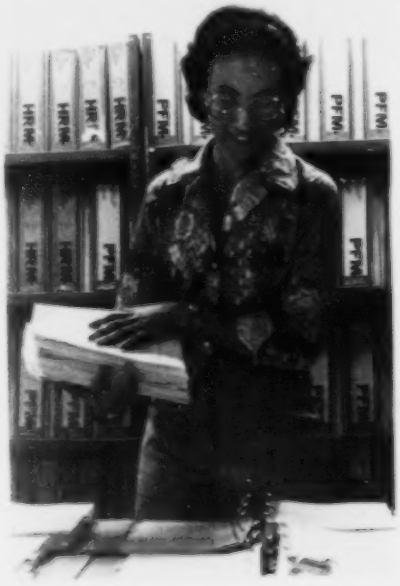
Integrated Logistics Support Management: Emphasizes the need to design and verify a support system concurrently with the development of the system hardware and software. An in-depth study of the critical elements of Integrated Logistics Support (ILS) is made. Life-cycle cost is also addressed in this segment, with emphasis being given to the need to continually make trade-off studies and decisions throughout the life cycle of a system.

Test and Evaluation Management: Covers the role of development, operational, and acceptance testing. Addresses the purpose and content of the test and evaluation master plan in the initiation and conduct of programs in conjunction with the role of the independent test organizations.

Manufacturing Management: Addresses productivity, producibility, industrial base, labor, and quality compliance considerations that affect planning and design efforts. Discusses production readiness reviews, transition from research and development to production, and preplanned product improvement. Both the industry and government viewpoints are considered.

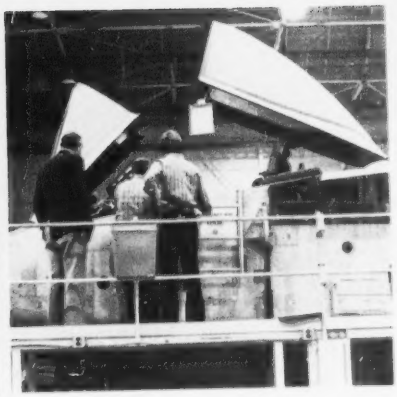
Contract Management: Examines the procurement process, with emphasis on those interactions among government and industry participants that impact most directly on the program manager. Provides an understanding of the procurement process throughout the system life cycle, and includes such topics as solicitation, source selection, and the structuring and administering of contracts and subcontracts.

Program Funds Management: Explains government and DOD funding policies and processes. Includes financial management functions and responsibilities in budget formulation and execution, program planning and budgeting systems, and financial management accountability.



Program Cost Management: Examines the use of cost estimating and cost/schedule control in program management. The cost estimating subjects include estimating methodologies and their applications in government cost estimating, and the management of life-cycle cost (including design to cost). The cost/schedule control instruction provides an understanding of the basic requirements in contractor performance measurement.

Contractor Financial Management: Highlights the key issues and problems within the contractor's process of financial management, and the way those issues and problems impact the government acquisition process. Emphasis is placed on financial and cost accounting, financial planning, working capital management, long-term financing, and capital investment.



System X: Consists of a series of interrelated case studies involving a hypothetical weapon system. The cases simulate the life cycle of a weapon system through the conceptual, validation, full-scale development, and production/ deployment phases. System X provides a realistic basis for the discussion of typical problem areas encountered in program management. Group analyses of case material are made, alternatives are studied, and a management position derived. The analyses are followed by group discussions, led by a faculty case leader, that are intended to focus on the relevant issues and provide insight into the best possible courses of action.

Acquisition Management Simulation: Consists of three computerized management exercises that simulate the acquisition life cycle of a weapon system. Students are required to analyze acquisition dilemmas and make decisions necessary to reach the next milestone.

Program Management Decision Briefing: Each student prepares and presents a 15-minute briefing on an exercise in the System X life cycle. The briefing allows the student to gain experience in selecting the issues to be covered within the time allotted, developing the rationale for his/her position, structuring visual aids to support the briefing, and presenting material to higher command echelons. The briefings are presented to faculty members and fellow students. The uniqueness of the Program Management Decision Briefing is centered on the student's ability to scope the material available into a decision briefing of minimal time to a knowledgeable audience. Following the student briefing, the faculty member and students provide constructive criticism and critique.

Programs with Industry/ Congress: Program Management Course students, in groups of 25 to 30, will work with a service program manager (major program) and his industry counterpart to develop program issues to be investigated. Each student group will visit a contractor's facility to work with the industry program manager and his team as they research issues, view program progress, and prepare a report for the remainder of the student body on program issues identified and reviewed.

Students additionally take a trip to Capitol Hill to visit one or more congressional committees, congressional staff members, and congressmen responsible for legislation on national defense and defense systems acquisition.

Who May Attend

The Program Management Course is generally restricted to military officers in grades O-3 through O-5, DOD civilians in grades GS-11 through GS-14, and industry personnel identified by their companies as candidates for senior management positions. These are suggested grades, and requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee. In addition to meeting grade requirements, attendees must fall into one of the following categories:

—DOD personnel who now occupy, or have been selected to occupy, intermediate management positions in program offices or functional offices supporting program offices, or in higher-echelon offices supervising program management;
—DOD personnel who are promising candidates for senior positions in program management;
—Persons in program management or equivalent positions within other federal agencies;
—Persons in program management or equivalent positions within defense industry.

Nominees must hold at least a bachelor's degree. The majority of PMC students hold graduate degrees and have academic backgrounds or work experience in engineering and management. A security clearance of secret is required.

Executive Refresher Course in Acquisition Management

(Executive-level course)

The 3-week Executive Refresher Course in Acquisition Management is for program managers and other senior-level managers involved with the acquisition of defense systems. The course is designed primarily as a review of current acquisition policy and fundamental management techniques and provides the attendees with the opportunity to examine new developments in the systems acquisition environment and to study their impact on program management. The basic structure of the course is lecture/discussion, with emphasis on the day-to-day actions, issues, and problems of program management. Guest lecturers from OSD, the service staffs, acquisition commands, and defense industry complement the resident staff instruction.

The course is structured around the various phases of the systems acquisition process, with emphasis on the major decisions required by DOD directives and instructions. Topics covered in the course include: the defense systems environment; the decision-making process; defense systems management; interaction with higher headquarters; the conceptual phase of defense systems acquisition; technical management; procurement management; program planning and control; the industry viewpoint on systems acquisition; program review and analysis; test and evaluation; production management; operations/support management; policy analysis; and multinational program analysis.

Who May Attend

The Executive Refresher Course in Acquisition Management is open to military officers in the grade of O-6 and above, and DOD civilians in the grade of GS-15 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; executive-level positions with responsibility for key decisions in a program office, or in a functional office supporting program offices; or higher-echelon staff positions involved with the acquisition of defense systems. Persons in equivalent positions in defense industry are also encouraged to attend, as are representatives of allied governments. Persons from other federal agencies may be admitted on a space-available basis. A security clearance of secret is required.

Systems Acquisition Management for General/ Flag Officers

(Executive-level course)

This 3½-day seminar is for senior officers who have had limited experience with the defense systems acquisition process, but whose current or future duties interface with or impact on the acquisition programs of the military services. It is designed to acquaint participants with the environment in which systems acquisition takes place, and with the functions, responsibilities, and problems of the DOD program manager. Participants are introduced to current DOD policy, management techniques, and the planning/programming/budgeting system, as well as the process of generating system requirements. They are also introduced to the various influences on the systems acquisition process, such as those from OSD, the General Accounting Office, the Congress, and the general public. The broader elements involved in procurement and government contracting are treated, along with the relationship between government and industry during a development program. An overview of the organizations employed by the services to accomplish their acquisition activities is also provided.

The seminar is conducted through a mix of in-house lectures and discussion sessions with visiting lecturers from the Assistant Secretary of Defense level, as well as the General Accounting Office and defense industry. Each day of the seminar is highlighted by the appearance of a program manager of general- or flag-officer rank. These sessions provide a recap of lessons learned, along with a little of the "real-world" flavor of experiences in ongoing programs.

Who May Attend

The seminar is open to those persons from DOD components, the military departments, and OSD who hold, or have been selected for, the rank of general or flag officer or, in the case of DOD civilians, the SES as well as grades GS-16 through GS 18, or PL 313. Participation by persons at the vice-president level of industry is also encouraged. Persons in equivalent positions from other federal agencies may be admitted on a space-available basis.

Business Managers Advanced Workshop

The objective of the Business Managers Advanced Workshop is to enhance the ability of the business manager to advise the program manager on the business aspects of the program. It provides an opportunity for the student to update and strengthen his knowledge and skills, to analyze and apply techniques and tools presently available and to discuss current business issues and trends affecting program management.

The Business Managers Advanced Workshop is a 1-week advanced course, designed primarily for those persons who have experience as business managers in program offices and relies heavily on shirt-sleeve student involvement in case studies, modeling, and class presentations. Specific topics covered include acquisition strategy and program planning, cost estimating, transition from development to production, incentives for capital investment, subcontract management and the impact of program changes.

Who May Attend

The workshop is primarily for those persons who are serving as business managers (also referred to as program control or program management in the Air Force and Army, respectively) or the first-level supervisor reporting to the business manager in grades O-4 and above or GS-13 and above. Other key members of the program manager's staff or persons in organizations that support the systems acquisition process will be admitted on a space available basis. Prerequisite for this advanced course is successful completion of the Program Management Course or equivalent experience. Persons in comparable positions in the defense industry are also invited to attend.

Contract Finance for Program Managers Course

The role American industry plays in the systems acquisition process is often decisive. Contract Finance for Program Managers is a comprehensive 1-week course designed to furnish an overall understanding of defense contractor financial motivations and constraints and an appreciation for how they affect management of a defense systems acquisition program.

Contract Finance for Program Managers has been structured to achieve a balanced presentation of financial issues which affect the day-to-day working relationship between government and industry. The course provides participants with an overview of defense contractor financial operations and an understanding of how individual elements of the process fit together. Students learn to recognize financial management issues and to articulate them in industrial concepts and terms. Most importantly, attendees enhance their ability to avoid "surprises" by participating in case studies that focus on government and industry interactions affecting a system acquisition program's financial status. Course content is beneficial to both general- and functional-management-level attendees in that lecture material and case studies have been structured to encourage an interchange of ideas and techniques for problem identification and resolution in this key area of program management.

Who May Attend

Attendance is open to program managers, key members of their staff, and management-level personnel from organizations that support the systems acquisition effort (e.g., commodity and systems commands, AFPROs, NAVPROs, DCAS, supervisors of shipbuilding offices, and similar plant representative activities) in grade O-3 and above and civilians in grade GS-11 and above. Individuals in equivalent positions from the defense industry may attend on a space-available basis.

Contractor Performance Measurement Course

The 1-week Contractor Performance Measurement Course provides the student with the knowledge of how Cost/Schedule Control System Criteria (C/SCSC) are used in measuring contract performance in a major weapon system acquisition program in DOD. The course enables the student to understand the criteria and their use in evaluating the adequacy of the contractor's management system, along with the contractual implementation of the criteria and the Cost Performance Report (CPR). The student is also introduced to contract performance measurement on less-than-major programs through the application and contractual implementation of the Cost/Schedule Status Report (C/SSR). Instruction in financial reporting and baseline management helps the student to relate C/SCSC to DOD resource management. Course instruction in analysis techniques enables the student to determine current status, forecast performance trends, and estimate contract cost at completion using CPR and C/SSR data.

Application of performance measurement is covered through case studies and "hands on" exercises, and through guest speakers from industry and government. An interservice panel and a seminar involving the military service focal points for contractor performance measurement provide participants with an opportunity for a direct dialogue on policy and implementation, and a chance to obtain responses to questions relative to their particular responsiblities.

The CPM course is also available in an individualized, self-paced mode with a programmed text (see page 48).

Who May Attend

The Contractor Performance Measurement Course is open to military officers and DOD civilians who occupy, or have been selected to occupy: principal positions in program offices or in functional offices supporting program offices; a higher-echelon staff position concerned with the acquisition of defense systems; or the position of manager of a program that does not meet the major program criteria as defined in DODD 5000.1. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Defense Manufacturing Management Course

The 1-week Defense Manufacturing Management Course provides an understanding of the concepts and activities associated with the management of the production manufacture of weapon system components.

The course details for program and functional managers the basic principles to be followed in planning, developing, and managing a production/manufacturing program. It follows a life-cycle approach, stressing the necessary actions and activities to be accomplished during each phase of the weapon system acquisition cycle. The issues, assumptions, and requirements that arise are addressed from both the government and industry viewpoints. The course addresses policy and organizational issues; cost, budget, and contractual issues; and product assurance and manufacturing issues. Study objectives, assigned readings, and videotape assignments guide the student in the learning process. Classroom lecture/discussions, videotape viewing, and case-study activities identify and clarify management concepts, rationale, and issues. The course is designed to address broad principles and concepts and does not provide a "tool kit" of actions to be applied indiscriminately.

Who May Attend

The Defense Manufacturing Management Course has been designed for current and candidate DOD program and functional managers. Military personnel in grades O-3 through O-6 and civilians in the grades of GS-11 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend. Other interested people are eligible on a space-available basis.

Management of Life-Cycle Costs Course

The 1-week Management of Life-Cycle Costs Course provides participants with an understanding of life-cycle costs and how to apply this tool in the management of defense systems acquisition programs. Included in the course are an examination of DOD policy, the elements included in life-cycle costs, cost-estimating techniques, life-cycle cost models, system trade-off analyses, and the overall uses of life-cycle cost data as a management tool. Specific, "real-world" examples of DOD programs are presented by both faculty and guest lecturers from within government and industry.

The student will gain an appreciation of the total cost involved from system conception to deactivation. The course will develop in each student an appreciation and understanding of the management techniques, by acquisition phase, that can be used to make trade-off decisions and help keep total life-cycle cost to a reasonable level. The student will enhance his ability to analyze situations and problem areas, develop alternatives and prepare solutions, and properly articulate the life-cycle approach to higher authority.

Who May Attend

The Management of Life-Cycle Costs Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Management of Software Acquisition Course

The 1-week Management of Software Acquisition Course provides participants with an understanding of the policy, practices, and procedures of software management in major defense system acquisitions. It provides participants with insights into the "what" and "how" of major system software acquisition management.

Who May Attend

The Management of Software Acquisition Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Manpower Systems Management Course and Executive Symposium

These are two separate courses targeted to different audiences.

The 4-week Manpower Systems Management Course offers a detailed look at manpower requirements determination and the planning and programming of manpower authorizations through the Planning, Programming, and Budgeting System (PPBS). Functionally designed staffing standards are covered; work measurement techniques and statistical correlation and regression analysis procedures are highlighted. Also presented are the review of measurement plans, staffing-standard reports to manpower managers, contracting, manpower requirements for new hardware systems, and civilian manpower policies.

The 8-day Executive Symposium in Manpower Systems Management presents an overview of manpower requirements determination programs and the programming of manpower through the PPBS. During the last few days of the symposium flag/general officer-level DOD manpower managers are invited to discuss new policies and initiatives in manpower planning and programming.

Who May Attend

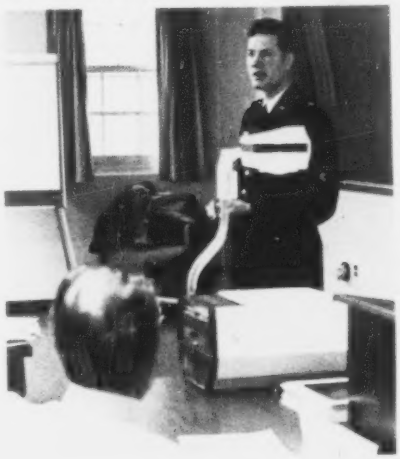
The Manpower Systems Management Course is open to military officers in grades O-1 through O-5, and DOD civilians in the grade of GS-9 and above who occupy, or have been selected to occupy, intermediate manpower management positions.

The Executive Symposium in Manpower Systems Management is open to military officers in grades O-5 and O-6, and DOD civilians in grades GS-14 and GS-15. The qualifying grades noted above are recommended; requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee.

Multinational Program Management Course

The 2-week Multinational Program Management Course covers the activities and considerations with which the program manager must deal when involved with a multinational program. Particular emphasis is placed on the U.S. policy of enhancing rationalization, standardization, and interoperability (RSI) among the NATO countries, and the impact this policy has on the U.S. program manager. Examples of national and DOD policies explored are: cooperative research and development; joint-venture concepts with early offset arrangements; coproduction; licensing arrangements; and direct procurement of foreign systems.

Attendees will be able to gain a knowledge and appreciation of the problems associated with the following: developing a joint doctrine and common operational requirements; controlling the export and import of technology; establishing financial arrangements; establishing contractual arrangements; implementing political decisions that are based on economic priorities at the national level; and preparing and negotiating memoranda of understanding.

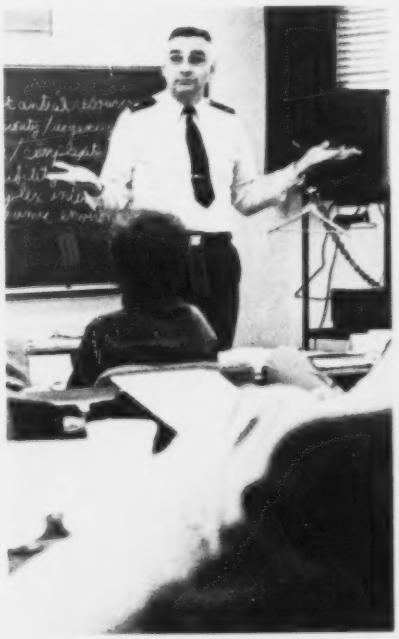


Who May Attend

The Multinational Program Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition on programs involving allied nations. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Program Management for Functional Managers Course

The 4-week Program Management for Functional Managers Course provides an introduction to the concepts, scope, and application of program management practices within DOD. Attending the course will (1) enhance the ability of staff and functional managers to effectively interface with the program management office through development of an understanding of the acquisition policies, tasks, problems, and issues confronting the PM; (2) develop an understanding of the roles, activities, and integration of functions and relationships of government and industry organizations that participate in and affect the acquisition process; and (3) develop an understanding of the importance of interpersonal relations and communication skills in the development of an effective acquisition team. This course allows middle managers to develop sound management abilities and to experience the practices and problems of program management operations. The course emphasizes the fundamentals of program management, defense acquisition policy, and selected functional disciplines, including systems engineering, logistics management, contract management, financial management, contractor performance management, and human behavior.



Who May Attend

The Program Management for Functional Managers Course has been primarily designed for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. Military personnel in the ranks of O-1 through O-4 and Department of Defense civilians in the grades GS-9 through GS-13 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are also encouraged to attend.

Systems Acquisition Funds Management Course

The 1-week Systems Acquisition Funds Management Course provides the student with an understanding of how to formulate, defend, and execute a DOD weapon system acquisition budget. The student is introduced to the knowledge and skills in funds management necessary for assumption of program office budget formulation and execution responsibility, with emphasis on the techniques the program manager may use to identify, analyze, evaluate, and resolve budget-related tasks, problems, and issues.

This course follows the total budget process from the viewpoint of the program manager. The fiscal cycle is traced through all levels of the Department of Defense, the Office of Management and Budget, and the Congress. The course examines the DOD planning/programming/budgeting system, the congressional authorization/appropriation process and, finally, the budget execution process.

Specific topics addressed in this course include the development of program office POM and budget submissions, the review and analysis of program budgets at higher levels within the federal government, the release/control of funds supporting the systems acquisition process, and program office accountability in budget execution.

A portion of the course is taught in service-peculiar groups, but the dominant approach is tri-service. Methods of instruction include lecture/discussions, case studies, guest lecturers, and student-led discussions. Guest speakers, drawing upon their own expertise and experience, augment the resident instruction.

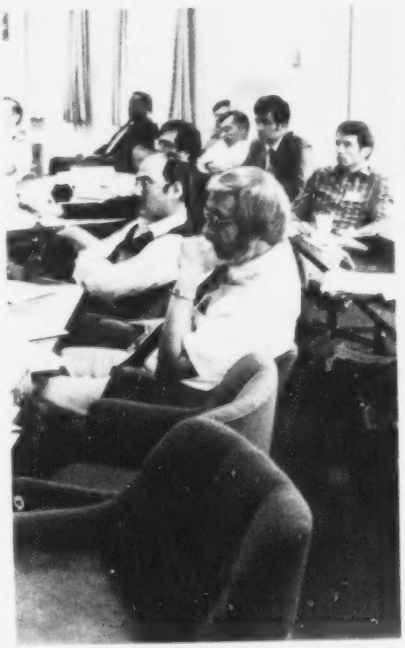
Who May Attend

The Systems Acquisition Funds Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above, who occupy, or have been selected to occupy, positions such as the following: program manager; positions immediately subordinate to a program manager; supervisory-level positions responsible for key decisions affecting a DOD weapon system acquisition program or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is actively sought. Persons holding positions equivalent to the above in other federal agencies and in allied governments are also encouraged to attend.

Test and Evaluation Management Course

The 2-week Test and Evaluation Management Course addresses current policies, procedures, and management issues in the test and evaluation of defense systems. It presents an overview of the defense systems acquisition process as currently prescribed in DOD directives and instructions. This overview is supplemented by discussions of such topics as the fundamentals of program management, system engineering, integrated logistics support, decision analysis, and business management. Discussion specifically related to test and evaluation includes policies, organizations, resources, evaluation concepts, and other management considerations.

Through lectures and discussions relating to the policies, responsibilities, and requirements associated with each phase of test and evaluation, the student will develop an awareness of the general problems encountered in test and evaluation, as well as potential solutions to these problems. The student will also gain an understanding of the systems acquisition cycle, the budgeting process, and the business and technical management aspects of program management.



Who May Attend

The Test and Evaluation Management Course is open to military officers in the grade of O-3 and above and to DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager, with priority given to test and evaluation managers; or supervisory-level positions where incumbents are responsible for test and evaluation management or related functions. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Regional Offerings of Short Courses

The steady increase in complexity of modern military systems has been exceeded only by the equally steady increase in complexity of the process used to acquire them. And even if all current efforts to streamline that process prove successful, the challenge of meeting expanded requirements with reduced funding will make the job of the acquisition manager all the more demanding and complex. Thus, the need is greater than ever before for acquisition managers who are trained and fully prepared to take on the task of guiding and directing important defense systems acquisition programs.

Although more than 2,000 students per year attend courses in residence at DSMC, this represents only a small percentage of those who require the specialized education the College offers. To meet this need, DSMC is now offering some of its short courses at regional centers throughout the country.

The following courses will be offered at regional centers during FY 1983:

—Contract Finance for Program Managers Course

—Contractor Performance Measurement Course

—Systems Acquisition Funds Management Course

—Test and Evaluation Management Course

—Management of Software Acquisition Course

The courses offered at each location were determined by analyzing the current DSMC resources against courses offered on the campus. Courses are scheduled at Fort Monmouth, N.J.; Redstone Arsenal, Ala.; U.S. Army Aviation Research and Development Command, St. Louis, Mo.; Hanscom AFB, Mass.; Kirtland AFB, N.M.; Los Angeles, Calif.; and Navy Training Center, Orlando, Fla. For information about specific course offerings and schedules, contact the DSMC Registrar at (703) 664-3120 or AUTOVON 354-3120.

Individualized Self-Paced Instruction

(Contractor Performance Measurement Course)

This is the College's individualized, self-paced (ISP) course in Contractor Performance Measurement, presented through a student workbook, references, and (optional) audiovisual tapes. The course parallels the CPM short course in content, but places more emphasis on analytic skills and estimates of cost at completion. It is in an easy-to-read style and format. About 30 hours are required to complete the course, although the student may elect to complete all or part of the course according to his/her job requirements, and may skip parts where he/she already has knowledge. However, the student must complete all 11 modules for a DSMC certificate of completion. Registration, distribution of course materials, and the final test are administered for DSMC by the Institute for Professional Development, located at Ft. Eustis, Va.

Sources of DSMC Students

The Defense Systems Management College, as a tri-service, Department of Defense institution, tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry and, in some cases, from allied nations. For most courses, attendance by non-DOD personnel is encouraged. The following paragraphs show the diversity of the DSMC student body. (All figures as of 15 June 1982.)

The following companies have sent employees to DSMC (with the total number in parentheses): The Bendix Corp. (15), The Boeing Co. (78), Emerson Electric (17), FMC Corp. (12), Ford Motor Co. (13), General Dynamics Corp. (42), General Electric Corp. (11), Goodyear Aerospace Corp. (85), Gould, Inc. (19), Grumman Aerospace Corp. (50), Honeywell, Inc. (22), Hughes Aircraft Co. (25), IBM Corp. (96), Information Spectrum Inc. (15), Lockheed Corp. (55), Martin Marietta Corp. (84), McDonnell Douglas Corp. (18), Northrop Corp. (11), Raytheon Co. (17), Rockwell International Corp. (55), Sperry Corp. (17), Texas Instruments (16), Textron Corp. (11), United Technologies (19), Vought Corp. (18) Westinghouse Corp. (27).

An additional 113 companies have provided from 1 to 10 students to DSMC.

In addition to the military departments, the following government agencies have sent employees to DSMC: Central Intelligence Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Logistics Agency, Defense Nuclear Agency, Department of Energy, Department of Transportation, General Accounting Office, General Services Administration, and National Security Agency.

The following foreign nations have sent students to DSMC executive and short courses: Australia, Canada, France, Germany, Netherlands, Norway, Pakistan, Spain, Sweden, and the United Kingdom.

Faculty and Staff

Office of the Commandant

Benjamin J. Pellegrini, Brigadier General, USA, Commandant; B.S., U.S. Military Academy; M.S., Ph.D., Tulane University.

Dirk H. Lueders, Colonel, USA, Deputy Commandant; B.S., U.S. Military Academy; M.S., University of Virginia; Ph.D., Tulane University.

William A. Byrne, Captain, USAF, Executive Officer; B.S., B.A., M.S., Rutgers University.

Executive Institute

John B. Walsh, Dean, DOD Chair; B.E.E., Manhattan College; M.S., Columbia University.

David Westermann, James Forrestal Memorial Industry Chair; A.B., Columbia College; LL.B., Columbia Law School.

School of Systems Acquisition Education

Michael A. Pearce, Captain, USN, Dean; B.A., University of Washington; M.B.A., George Washington University.

Gregory T. Wierzbicki, Associate Dean for Planning and Development; B.S., Rensselaer Polytechnic Institute; M.B.A., George Mason University.

John R. Snoderly, Associate Dean for Executive and Regional Programs; B.S., West Virginia University; M.S., University of Southern California.

William J. Smith, Lieutenant Colonel, USAF, Director, Program Management Course; B.S., Duquesne University; M.A., University of Northern Colorado.

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William R. Barwick, Head; B.S., Virginia Polytechnic Institute; M.S., University of Michigan.

Theodore L. Bloomer, B.B.A., University of Hawaii; M.P.A., University of Oklahoma.

Joseph T. Cianfrani, B.S., Drexel University; M.S., University of Southern California.

Frederick T. Dehner, Major, USAF; B.S., Manhattan College; M.S. Air Force Institute of Technology.

David L. Dibell, Lieutenant Colonel, USAF; B.S., Grove City College; M.S., University of Illinois; M.S., Air Force Institute of Technology.

C. Paul Duffield, Lieutenant Commander, USN; B.S., Waynesburg College.

John D. Elliott, B.A., University of Maryland; M.A., Boston University.

George J. Ellis, Lieutenant Colonel, USAF; B.A., Yale University; M.S., George Washington University.

Owen C. Gadeken, B.S., M.S., University of Nebraska; M.B.A., University of West Florida.

Carolyn A. L. Jamison, Ensign, USN; B.B.A., Northeastern Louisiana State University.

John R. Mathias, B.S., U.S. Military Academy; M.S., Massachusetts Institute of Technology.

Daniel G. Robinson, Lieutenant Colonel, USAF; B.S., Indiana University of Pennsylvania; M.B.A., University of Colorado.

Clarence H. Steen, B.S., Purdue University; M.S., Cranfield Institute of Technology; M.B.A., George Mason University.

Margaret H. Stewart, Chief Yeoman, USN.

Raymond V. Stuchell, Senior Chief Personnelman, USN; B.B.A., National University; M.A. Central Michigan University.

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J. Stanley Baumgartner, B.S., U.S. Military Academy; M.B.A., Harvard Business School; LL.B,. LaSalle Extension University.

Alan W. Beck, Lieutenant Colonel, USAF; B.A., Kenyon College; M.A., St. Mary's College.

Jay C. Billings, B.A., Lehigh University; M.B.A., Alabama A&M University; M.P.A., D.P.A., Nova University.

Thomas M. Brown, Lieutenant Colonel, USA; B.B.A., University of Cincinnati; M.S., Florida Institute of Technology

Alan L. Cahill, Commander, USN: B.S., University of Dayton; M.S., Naval Postgraduate School.

Charles J. Gaisor, B.S.B.A., University of Denver.

Robert F. Gardner, B.S., University of Massachusetts; M.S., Southern Methodist University.

William J. Niemann, Lieutenant Colonel, USAF: B.S., St. Louis University; M.S., University of Southern California at Los Angeles.

George H. Perino, Jr., Lieutenant Colonel, USA; B.S., M.A., Stetson University; M.B.A., Loyola University.

Benjamin R. Sellers, Commander, USN; B.B.A., University of Wisconsin; M.S., Naval Postgraduate School.

Jess E. Sweely, B.C.S., Benjamin Franklin University; B.S.B.A., American University.

Fred Waelchli; B.S., Pennsylvania State University; M.B.A., D.B.A., George Washington University.

Gustave C. Zader, Jr., B.S. Loyola University.

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Joseph D. Arcieri, B.S., Manhattan College; M.B.A., University of Chicago.

Robert L. Christopher, Lieutenant Colonel, USAF; B.S., U.S. Air Force Academy; M.S.E.E., Air Force Institute of Technology.

Wayne B. Lunsetter, Lieutenant Colonel, USA; B.S., M.S., North Dakota State University.

Paul J. McIlvaine, B.E.E., Villanova University; M.S.A., George Washington University.

Kenneth E. Nidiffer, Lieutenant Colonel, USAF; B.S., Purdue University; M.S., Air Force Institute of Technology; M.B.A., Auburn University.

Dean I. Rhoads, Lieutenant Colonel, USAF; B.S., Iowa State University; M.A., Boston State College.

Richard M. Stepler, B.M.E., M.S.M.E., University of Louisville; M.S.S.M., University of Southern California.

Charles H. Ulrich, Lieutenant Colonel, USA; M.E., University of Cincinnati; M.S., Naval Postgraduate School.

John W. Ward, Commander, USN; B.A., College of William and Mary; M.S., Naval Postgraduate School.

Acquisition Management Laboratory Department

George R. McAleer, Jr., Head; B.S., U.S. Naval Academy; M.S., Rensselaer Polytechnic Institute.

Gary P. Belcher, B.A., M.A., State University of New York at Buffalo.

John W. Bohuslar, Lieutenant Colonel, USA; B.S., U.S. Military Academy; M.A., University of Southern California.

Gerald J. Chasko; B.S., U.S. Naval Academy, M.S., Naval Postgraduate School.

Frederick A. Farber, Captain, USN; B.S., U.S. Naval Academy; M.S., Naval Postgraduate School.

Louis F. Jones, B.S., Auburn University.

Edward T. Justis, Commander, USN: B.S., Virginia Polytechnic Institute.

Barry W. Levine, Lieutenant Colonel, USA; B.S., U.S. Military Academy; M.E.P., University of California, Davis.

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Peter J. Paternoster, B.A., Lehigh University; M.S., American University.

Samuel S. Staley III; A.B., Principia College; A.M., George Washington University; Ph.D., American University.

David C. Putman, Major, USAF; B.S., University of Kansas; B.S., Central State University; M.S., University of Southwestern Louisiana.

Stanley J. Souvenir, Lieutenant Colonel, USA; B.S., Oregon State University; M.S., University of Texas at El Paso.

Ray D. Spinosa, Lieutenant Colonel, USA; B.S., U.S. Military Academy; M.S., Naval Postgraduate School

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